

Pa 441

1) Production Division -

Very well written, increases & to the - yet  
follows outline for computer work.

? Attachment 5 -

Prod Spec Tech (Left) work in  
top

Also that there is no one yet become  
a prod spec tech &

G. Rotational Assignments?

Outline

K. Role of evaluation panels?

No mention any more.

What is the role of the evaluation  
panels in the process?

PRODUCTION DIVISION  
CAREER DEVELOPMENT PLAN

1 APRIL 1981

PRODUCTION DIVISION  
CAREER-DEVELOPMENT PLAN

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1 April 1981

PRODUCTION DIVISION  
CAREER-DEVELOPMENT PLAN

A. PURPOSE

To ensure that Production Division, Office of Data Processing (PD/ODP), has the proper mix of skilled employees to carry out its mission and functions.

B. POLICY

This plan and its implementation conform to ODP's basic personnel policy. Simply stated, this policy provides each individual with equal and reasonable opportunity for employment and career advancement, consistent with the individual's abilities and performance, and the needs of the Agency, without regard to race, color, religion, sex, age, national origin, or handicap. Promotions and assignments are made on a competitive basis. ODP will continue its tradition of providing developmental opportunities and support to employees who demonstrate potential and drive for assignments with greater responsibility.

C. REQUIREMENTS

Production Division (PD) is responsible for managing production applications and data base management systems (GIMS) processed by computers, and ensures that major data-processing services are provided in support of Agency components and the Intelligence Community. PD provides services ranging from data entry to a finished product (report), as well as the near real-time Automated Message Processing System (AMPS) that supports cable traffic. In addition, PD mans the Data Base Control Center (DBCC) on a 24-hour, 7-day basis to provide continuous online data base services to users.

To fulfill its mission and provide this variety of services requires a staff of clerical, technical, and professional employees with a mix of skills and experience. PD has a complement [redacted] ranging from GS-04 to GS-15, organized functionally into three Branches. Each Branch has its distinct and vital mission and the skills unique to the performance of its mission. See organization chart, Attachment A.

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1. Production Control Branch (PCB)

PCB's responsibilities are to maintain, schedule, and process batch applications that have been submitted to PD. Major applications that PCB is responsible for include the Agency's Automatic Payroll System (APS), General Accounting System (GAS), Personnel System (PERSIGN), and Automated Message-Processing System (AMPS). PCB is organized into two sections, Report Printing and Distribution (RP&DS), and Application Processing (APS), each with unique staffing requirements.

a. Report Printing and Distribution Section (RP&DS)

RP&DS, with a staff [ ] ranging in grades from GS-05 to GS-09, is responsible for printing and distributing computer hardcopy output. The current device used is a Xerox 9700 Computer Printer. Prior experience is unnecessary for a RP&DS entry position; extensive on-the-job training is provided new employees. The work requires long hours of standing and some lifting of heavy boxes containing paper and printer supplies. Some overtime work is required

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b. Applications Processing Section (APS)

APS has two major responsibilities: (1) scheduling and processing batch applications; (2) managing and maintaining ODP's Centralized Library System (CLS). APS has a staff of [ ] in grades from GS-07 through GS-13.

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The scheduling and processing of batch applications is handled by [ ] Production Control Specialists. Entry-level requirements for these positions require a good understanding of OS/MVS Job Control Language, the VM/CMS Interactive System, and its edit and batch facilities, and MVS/JES. Good oral and written communications skills are desirable for interfacing with customers and reporting problems.

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c. Centralized Library System (CLS)

CLS functions require a GS-12 Library Administrator and a GS-07 Librarian. The Administrator's position requires expert knowledge of OS/MVS Job Control Language and utilities, a good understanding of VM/CMS, and basic knowledge of a high-level programming language, preferable PL/I. The CLS Administrator also must be able to develop expert skills in the use of PANVALET/PANEXEC facilities and various compilers and linkages for routines.

The librarian position entry-level requirements calls for no EDP skills; however, a good understanding of clerical procedures and records keeping would be helpful. The librarian is trained in the required EDP skills to serve as a functional backup for the CLS Administrator.

2. Data Base Management Branch (DBMB)

STAT DBMB's responsibility is to provide a reliable operating environment for the Agency's Generalized Information Management System (GIMS) data bases. It also provides data base management, processing, and control to ensure the integrity of all GIMS data bases. DBMB has a staff of [ ] in grades from GS-05 to GS-13. The Branch is organized into two sections, the Data Base Control Center (DBCC) and the Data Base Systems Section (DBSS).

a. Data Base Control Center

STAT DBCC has a staff of [ ] Data Base Specialists, assigned to four rotating teams for operating the ODP-supported GIM systems, ensuring system and data integrity, security, and the restoration of service in case of system or data base failure. GIMS data bases provide information to all Agency directorates and to the Intelligence Community. The DBCC is also responsible for all production processing involving GIMS online data bases. Major examples of applications related to this processing are the COMIREX Automated Management Systems (CAMS) and the Human Resources System (HRS2).

ADP experience is not mandatory for DBCC entry-level positions, but a background in the use of ODP systems, data bases, or computer operations is helpful and preferred. Intensive on-the-job training is provided new employees during the first 6 months. This includes formal training in GIMS, JCL, VM/370 time-sharing and batch capabilities as well as other courses necessary for the DBCC operation.

b. Data Base System Section (DBSS)

DBSS is responsible for providing a stable environment for the operation of the GIM systems, schedules and controls all changes that may affect the GIM systems. DBSS personnel test and install all new GIMS software before it is used for production systems. They also write and maintain standard operating procedures used in DBCC, install new GIMS data bases developed by Applications Division, issue and maintain passwords for all GIM systems, troubleshoot problems, and provide 24-hour, on-call service to ensure that system downtime is minimized.

DBSS has a staff [ ] (GS-11 and GS-12s) who have experience and extensive training in data base management. Members of this section must have an excellent knowledge of Job Control Language and system utilities, a working knowledge of computer operating systems (MVS/JES3 and VM/370 batch facilities), and of data base management systems. Because the computer network providing support to the GIM systems is so sophisticated, experience in at least two of these areas is a minimum requirement for entry to this section.

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DBSS has two Production Control Specialists. One Specialist, a GS-09, is responsible for coordinating and processing computer production submitted to the DBCC; the other, a GS-07, mans the ODP Trouble Desk. The Trouble Desk is a service provided to the users of ODP systems for reporting terminal problems, and obtaining system status and general assistance.

### 3. Data Conversion Branch (DCB)

DCB provides data-entry and verification services for CDF users, and is responsible for applications processed on an IBM 360/20 computer. It has a staff [ ] ranging in grades from GS-04 to GS-11. The Branch is functionally organized into two sections, the Processing Section and the Data-Entry Section.

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#### a. Processing Section.

The Processing Section, with a staff [ ] GS-05 to GS-09, is responsible for the operation of the IBM 360/20 and special handling, and courier service for work processed for the Office of Finance. This staff has a strong background in computer operations, tape handling, and a basic understanding of OS/MVS Job Control Language.

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#### b. Data-Entry Section

The Data-Entry Section operates in three locations, one in Key Building, and two in Headquarters. Data-Entry positions range from GS-04 to GS-07. Previous experience with data-entry equipment is helpful but not required; fast, accurate typing skills are required, at least at the level of the Agency's typist standards. The position of Data-Entry Systems Administrator also requires a thorough understanding of the principles of operation for the Four Phase Key-to-Disk systems used for data entry, and a high level of skill in its programming language.

#### D. PLAN TO SATISFY REQUIREMENTS

##### 1. Acquisition

Production has traditionally sought entry-level personnel from ODP's Processing Divisions. Personnel with basic skills in computer operations and the use of JCL and the VM/370 system are good candidates. Recommended training for entry into PCB or DBMB is the ODP training for EDP careerist course (TEC). If prospective employees do not have sufficient training, it is provided on their entry-on-duty.

Since entry-level positions into DCB and RP&DS require no previous data-processing skills, PD makes use of employees transferring from other offices as well as new employees who enter-on-duty. DCB is always on the lookout for qualified typists who have a desire to become acquainted with the world of data processing.

##### 2. Indoctrination

PD introduces new employees to all Branches, to give them an understanding of the type of work that is done in the Division. New employees are briefed on the mission and function of each Branch, given a description of the grade structure and requirements for entry-level positions, and briefed in PD policies on leave, training, and career development. In addition, new employees are introduced to the ODP Personnel Handbook and are scheduled for the ODP Orientation program.

##### 3. Training

PD frequently uses ODP's training facilities, self-study or classroom, providing employees with the time necessary to complete any course offered by ODP Training Staff. Internal ADP courses are considered career enhancing and are scheduled whether they apply directly to an employee's current position or not. Non-PCS employees are encouraged to complete the Training for EDP Careerist (TEC) Courses. TEC is a 9-week training program that teaches such topics as Job Control Language (JCL) and basic through intermediate PL/I. All PCS's are required to take TEC. DBMB requires employees to take various GIM II courses related to their work. Production Division has prepared its own version of the Office's Personnel-Development Program. This document identifies the training required for various PD assignments and is used in the preparation of the annual training plan. See the attached Professional Development Program for specific training requirements for job assignments and grade levels. (Attachment A).



One particular course Production personnel are encouraged to enroll in is IBM's "Data Processing Operations Management." This course focuses on problems of an ADP production shop and introduces the students to various management theories and practices that may help in problem resolution.

#### E. SKILL ASSESSMENTS

Division employees skill levels are accessed annually via the Agency's Performance Appraisal Report (PAR). PAR is a reflection of the supervisor's perception of the employee's readiness for advancement, performance, and progress toward goals for the previous year, as stated in the employee's Advanced Work Plan (AWP).

The Supervisor's comments play an important role in Processing's competitive ranking process. Processing annually ranks all personnel by grade; promotion recommendations are made in part from the ranking process.

#### F. EMPLOYEE COUNSELING

Counseling is available to any employee at any time. Employee counseling for career development is available to all employees from the following:

##### Within ODP:

- Immediate supervisor
- Branch Chief (if applicable)
- Division or Staff Chief
- MZ Board representative
- ODP Career-Development Officer
- ODP Personnel Officer
- Deputy Director of ODP

##### Within DDA:

Career Management Office with the Office of the DDA.

##### Elsewhere in the Agency:

- Directorate Counselors
- OMS Psychological Services Staff
- EEO and Grievance Counselors

The Office of Personnel has counselors assigned to each of the Directorates of the Agency. Additional employees of the

positions are available throughout the Agency, and also provide advice and guidance on how to apply for various positions throughout the Agency. The Office of Medical Services (OMS) Psychological Services Staff is available for counseling on career development and administers a series of tests that can identify employee skills and abilities.

Equal-Employment Opportunity and Grievance counselors are available throughout the Agency. The ODP Executive Officer is both the ODP EEO and Grievance Officers. Employees are not required to deal with their component EEO Officer on an EEO matter, but must deal with the ODP Grievance Officer on grievance matters.

Counseling must not be confused with grievance processing, although the channels for each are similar. The point to be made in counseling is that it is at either the employee's or supervisor's option, according to need. Informal counsel, advice, guidance, tutelage, and exchange of views should occur on a day-to-day basis. Formal counsel is a necessary part of advanced work planning, performance reviews, and career-planning performance reviews, and career planning, and should be at least 2-3 times per year. The employee has every right to expect the supervisor to provide positive comment on his career development, to frankly appraise promotion possibilities, and to provide both positive and negative current feedback. In special cases where performance is not satisfactory, special sessions may be arranged to determine and solve problems, if possible. Such special sessions will be recorded and discussed with the employee.

#### G. PLACEMENT/ASSIGNMENT

Job assignments within the Division's various Branches and Sections are made based on the supervisor's perception of the individual employee's ability to perform at a certain skill level. The employee's skill type and level, coupled with his growth expectations usually is the determining factor.

Reassignments within the Division (from Branch to Branch) are handled by the Division Chief after consultation with the Branch Chiefs and the employee.

#### H. CAREER PATHS

Attachment B to this document is a matrix comprised of the various positions (jobs) within the Division, and positions to which personnel has actually transferred. As illustrated, a job within PD can prepare employees for positions in many different areas of Data Processing.

## I. ROLE OF SUPERVISOR

Production Division supervisors are the focal point for the Performance Appraisal Reports (PAR), assessment of employee potential, and employee counseling. Supervisors are prepared for these vital tasks through the training prescribed in the Division PDP. This training includes such topics as "Effective Writing," "Leadership Styles and Behavior," and "Employee Counseling Skills." The Division also subscribes to various management-oriented papers that are distributed regularly to all supervisors.

To provide a check and balance for employee-supervisor relations, the Division Chief and all the Branch Chiefs employ an "open-door" policy. Any employee may, at any time, approach any one of these people on any topic. This policy has been very helpful in bringing most problems to an equitable resolution.

The Division Chief is the Division representative on the Processing Career Panel. He solicits his input to the Panel from his Branch Chiefs.

ATTACHMENT A

PERSONNEL DEVELOPMENT PROGRAM

PRODUCTION DIVISION /ODP

DEVELOPMENTAL PROFILE

PRODUCTION DIVISION

Production Control Branch

GS-05 and 06		GS-07 thru 09		GS-10 and 11		GS-12 and 13	
Training	Assignment	Training	Assignment	Training	Assignment	Training	Assignment
Introduction to EDP	Peripher Equip. Oper	CIA Today & Tomorrow	Proc. Cont. Spec. Auto	Adv. Systems Software Course	Computer Technician	Short Tech. Computer Cour/ Seminars	Computer Spec. Chf.
Employee Dev. for Office Workers		Admin. Dir. Peripheral Review Trends & Highlights	Equip. Oper Supervisor	Advance JCL Leadership Styles & Behavior	Prod. Cont. Spec. Auto	Mid-Career Computer Specialist	EEO Seminar
GIM II User Language		GIM II User Lang.		Project Mgmt.		Guide/Share	Mgmt. by Objectives
		Introduction to Micrographics		Project Implement.			Intelligence Briefing
		Computer Output Micro film		Introduc. to Micrographics			Project Management
		TEC A		Science of Personal Success (self-study)			Effective Writing
		Job Control Language		Writing Better Reports			Fund. of Supv. & Mgmt.
		Science of Personal Suc. (self-study)					
		Fundamentals of Supervision & Mgmt.		Guide/Share			

## Data Base Management Branch

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PRODUCTION DIVISION  
Data Conversion Branch

GS-04 and 05		GS-06 and 07		GS-08 and 09		GS-10 thru 12	
Training	Assignment	Training	Assignment	Training	Assignment	Training	Assignment
Introduc- tion to HDP)	) Data ) Transcriber ) Computer Operator	CIA Today & Tomorrow	Data Tran- scriber Sup.	Version 3 Formatting	System Manager Course	Data Entry Management Course	
		Fund. of Sup.&Mgmt.	Computer Oper. Sup.	Effective Writing & Briefing		Data Entry Management Annual Conf.	Branch Chief
GIM 11 for Terminals Operators		Mgmt. for Equality of Opportunity		Writing Reports		Career Counseling	
Data Entry Operator Course		Admin. Dir- ectorate Review		Technical Writing Course		Guide/Share Meetings	
Interoffice Systems		Trends & Highlights		Project Im- plementation		Management by Objectives	
Emplo- ment Development Officers		DATA IV/70 Supervisor Training Course		Project Mgmt.		Management Communication	
Original for Emplo-		Career Counseling Course		Data Entry Mgmt. Course		Effective Writing & Briefing	
DATA Operator		Leadership Styles & Behavior	Computer Operator	Data Entry Mgmt. Annual Conference		Writing Letter Rpts.	
DATA Supervisor		Basic VM				Technical Writing Course	

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PRODUCTION DIVISION JOBS	Programmer	Rotational Position	Computer Operator	Xerox Operator	Prod. Control Spec.	MTO	Data Base Spec.	Engineering Division	Systems Programmer	Customer Services	Trouble Desk	Secretary	Mini Computer Oper.	CLS Librarian	Section Chief	Branch Chief
Prod. Ctrl. Spec.	X	X				X	X		X					X		
Data Entry			X	X			X			X	X	X	X	X		
Data Base Spec.	X	X			X		X	X	X					X		
MTO	X				X	X						X		X		
Computer Operator			X		X	X						X		X		
CLS Librarian					X	X										
Xerox Operator			X		X	X				X	X		X	X		
Trouble Desk				X		X					X		X			
Secretary										X			X			
Prod. Spec. Techs	X	X				X		X	X					X		
PCB Section Chief	X	X														X
PCB Section Chief						X		X								X
DBMB Section Chief		X														X

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